management review

INDEX TO VOLUME 60

JANUARY THROUGH DECEMBER, 1971

(F) = Special feature article
(D) = Regular length digest

A

ADVERTISING

Making Sense of Cents-Off Advertising (D)..... *Oct.* 59

AUDITS (*See* Management Techniques)

B

BOARDS OF DIRECTORS

A British Experiment: The Employee Director (D)..... *Feb.* 59

BUSINESS EDUCATION

The M.B.A.s of Old: Why Prince Valiant Never Got the Top Job (F)..... *Nov.* 17

BUSINESS GAMES

The Fine Art of Management Make-Believe (D)..... *Nov.* 44

C

CAPITAL (*See* Financial Management)

CENSUS

What Marketing Men Should Know About the 1970 Census (D)..... *Mar.* 51

COMMUNICATIONS (*See also* Management Techniques)

Big-Company Communication in a Small Company (D)..... *Mar.* 60
Don't Read It—Criticize It! (F) *Dec.* 28
Sales Incentive Themes, Schemes, and Promotions (D) *Mar.* 63
How to Conduct a Telecommunications Audit (D)..... *Jun.* 19

COMPUTERS

Ciphers: Security Insurance for Time-Sharing Users (D)..... *Oct.* 55
Computer Advances in Manufacturing Control (D)..... *Mar.* 47
The Computer as an Ally for Better Sales Management (D)..... *Jul.* 46
Computer Caveat (B)..... *Mar.* 17
A Do-It-Yourself Computer Feasibility Study (D)..... *Sep.* 48
EDP Security: Is Your Guard Up? (D)..... *Jul.* 29

management review

INDEX TO VOLUME 60

JANUARY THROUGH DECEMBER, 1971

(F) = Special feature article
(D) = Regular length digest

A

ADVERTISING

Making Sense of Cents-Off Advertising (D)..... *Oct.* 59

AUDITS (*See* Management Techniques)

B

BOARDS OF DIRECTORS

A British Experiment: The Employee Director (D)..... *Feb.* 59

BUSINESS EDUCATION

The M.B.A.s of Old: Why Prince Valiant Never Got the Top Job (F)..... *Nov.* 17

BUSINESS GAMES

The Fine Art of Management Make-Believe (D)..... *Nov.* 44

C

CAPITAL (*See* Financial Management)

CENSUS

What Marketing Men Should Know About the 1970 Census (D)..... *Mar.* 51

COMMUNICATIONS (*See also* Management Techniques)

Big-Company Communication in a Small Company (D)..... *Mar.* 60
Don't Read It—Criticize It! (F) *Dec.* 28
Sales Incentive Themes, Schemes, and Promotions (D) *Mar.* 63
How to Conduct a Telecommunications Audit (D)..... *Jun.* 19

COMPUTERS

Ciphers: Security Insurance for Time-Sharing Users (D)..... *Oct.* 55
Computer Advances in Manufacturing Control (D)..... *Mar.* 47
The Computer as an Ally for Better Sales Management (D)..... *Jul.* 46
Computer Caveat (B)..... *Mar.* 17
A Do-It-Yourself Computer Feasibility Study (D)..... *Sep.* 48
EDP Security: Is Your Guard Up? (D)..... *Jul.* 29

Effective Management of Contract Programmers (F)..... *Jan.* 28
Improving Customer Service Through Computer Billing (D)..... *Jan.* 22
Management's Future Role: Picking Up Where the Computer Leaves Off (D)..... *Mar.* 14
17 Ways Companies Reduce EDP Costs (F)..... *Feb.* 8

CORPORATE IDENTITY

Glyphs: A Visual Answer to the Corporate Identity Crisis (F)..... *Nov.* 23
The Logistics of a Corporate Name Change (D)..... *Mar.* 57

COST CONTROL (*See also* Recession)

Cost Reduction in Nonoperational Areas (D)..... *Apr.* 20
Cutting Administrative Expenses with Closed-Circuit TV (D)..... *Apr.* 49
Cutting Copying Costs... Psychologically (D)..... *Dec.* 53
Exception Reporting for Manufacturing Cost Control (D).... *Oct.* 52
Five Ways to Cut Manufacturing Costs (D)..... *Mar.* 18
Good Gosh! Now They're Even Cutting Expense Accounts (D)..... *Feb.* 31
Pruning Marketing Costs in 1971 (D)..... *Feb.* 23
The Ten Percent Syndrome (F) *Aug.* 2

CREDIT

Implementing a Credit Policy That Works..... *Feb.* 41
The Many Roles of the Credit Manager (D)..... *May* 18
The Rise of the Credit Manager (D)..... *Jan.* 46
Salesmanship by the Credit Department (D)..... *Nov.* 49

CUSTOMER SERVICE

Improving Customer Service Through Computer Billing (D)..... *Jan.* 22

D

DECISION MAKING (*See* Management Techniques)

DESIGN (*See* New Products)

E

ELECTRONIC DATA PROCESSING (*See* Computers)

ENGINEERS (*See* Professional Employees)

EXECUTIVES (*See also* Management, Management Techniques)

Characteristics:
The Co-Worldly Executive (D) *Nov.* 46
How Much Risk Can You Afford to Take? (F)..... *May* 4
Smooth Sailing for New Managers (D)..... *Jan.* 58

Job Tenure:
Why Executives Say, 'I Quit!" (F)..... *Oct.* 2

F

FINANCIAL MANAGEMENT (*See also* Cost Control)

The Search for Hidden Cash (D)..... *Feb.* 18
What Are Your Company's Resources Really Worth? (D) *Sep.* 55

(F) = feature article, (D) = regular digest

XUM

When Venture Capital Dries up (D) ..... *May* 13

FORECASTING

How to Forecast Business Odds (D) ..... *Jan.* 26

FOREIGN OPERATIONS

The Assignment of American Executives Abroad: Systematic, Haphazard, or Chaotic? (D) ..... *Jul.* 56
The Era of the Multinational Manager (D) ..... *Jun.* 53
Foreign Investment: Living with Government Regulations (D) *Oct.* 31
How the Eurodollar Works (D) *Aug.* 43
Multinational Marketing: Eight Selling Principles That Work Anywhere (F) ..... *Jul.* 23
Multinational Ventures: Divorce—American Style (D).... *Sep.* 45
Three Roads to the International Market (D) ..... *Dec.* 47

FOREMEN (*See* Supervisors)

FORMS DESIGN

A Checklist for Forms Design (F) ..... *Oct.* 26

G

GOVERNMENT (*See also* Economic Conditions)

Foreign Investment: Living with Government Regulations (D) *Oct.* 31
Legislating for Safety: Occupational Safety and Health Act of 1970 (D) ..... *Jun.* 49
The Quiet Revolution at Foggy Bottom (F) ..... *Dec.* 4
Your Company's Man in Washington (D) ..... *Jul.* 49

I

INTERNATIONAL MANAGEMENT (*See* Foreign Operations)

INVENTORY

The General Systems Approach to Production and Inventory Control (D) ..... *Feb.* 61

INVESTMENT (*See* Financial Management, Foreign Operations)

J

JOB DESIGN

Fitting the Job to the Person (B) *Jun.* 30
Job Redesign in an Industrial Democracy (D) ..... *Dec.* 32

JOB ENRICHMENT

The Easiest Kind of Job Enrichment: Letting Employees Steal (D) ..... *Sep.* 27
Managers or Animal Trainers: An Interview with Frederick Herzberg (F) ..... *Jul.* 2

L

LAYOFFS

Alternatives to Employee Layoff (D) ..... *May* 10

M

MAINTENANCE

Beating the Personnel Squeeze with Contract Maintenance (D) ..... *May* 41
The Case for Area Maintenance (D) ..... *Feb.* 56
Is Maintenance Scheduling a Must? (D) ..... *Apr.* 46

(F) = feature article, (D) = regular digest

MANAGEMENT (*See also* Executives, Management Techniques, Organization)

Diversification Through Venture Management (D)..... *Feb.* 64
How to Become a Successful General Manager (D)..... *Aug.* 28
Managers or Animal Trainers? An Interview with Frederick Herzberg (F)..... *Jul.* 2
Laws to Live With: 1. Parkinson's Law of Delay (F)..... *Jun.* 41
Laws to Live With: 2. Administrative Negativism (F)..... *Jun.* 43
Who Killed Our Department? A Case Study of Mismanagement (F)..... *Sep.* 2

MANAGEMENT DEVELOPMENT (*See* Executives: Development, Management Techniques)

MANAGEMENT INFORMATION SYSTEMS

The Plain, Hard Facts About MIS (D)..... *Aug.* 59

MANAGEMENT TECHNIQUES

Checklists in Problem Solving (D)..... *Aug.* 52
The Dark Side of Decision Making (F)..... *Mar.* 4
Evaluating Projects Through Adversary Appraisal (F)..... *Feb.* 44
Getting It All Together the Cybernetic Way (F)..... *Jul.* 16
The Multipurpose Audit (F).... *Jun.* 15
Organizing for Faster Decisions (F)..... *Apr.* 4
Behavioral Implications of Profit Planning and Control (D)..... *Dec.* 29
A Team Approach to Profit Improvement (D)..... *Jan.* 41

MARKETING

The Computer as an Ally for Better Sales Management (D)..... *Jul.* 46
Developing a Strategy for Pricing (D)..... *Nov.* 41
Is Your Marketing Effort Producing Your Future? (D).... *Nov.* 56
Market Research: Solving the Profitability Puzzle (D)..... *Feb.* 53
Pruning Marketing Costs in 1971 (D)..... *Feb.* 23
Salesmanship by the Credit Department (D)..... *Nov.* 49
The Sensuous Sales Catalog (D)..... *Mar.* 54
What Marketing Men Should Know About the 1970 Census (D)..... *Mar.* 51

METRIC SYSTEM

Are You Ready for the Metric System? (F)..... *Sep.* 10

MORALE

The Effective Organization: Morale vs. Discipline (F)..... *Jun.* 23

N

NEW PRODUCTS

Biggest Design Flaw: Over-Engineering (D)..... *Jul.* 53
Finding Paths from Ideas to New Products (D)..... *Mar.* 44
How to Choose an Engineering Design Consultant (D)..... *May* 52

(F) = feature article, (D) = regular digest

XUM

How Top Management Looks at New-Product Problems (D) ... *Sep.* 52
Pitfalls in Product Development (D) ... *May* 59
Product Planning on Paper (D) *Jan.* 11

NOISE CONTROL

Trimming the Cost of Noise (D) ... *Dec.* 44

O

OFFICE DESIGN

As Management Changes, So Changes the Office (D) ... *Aug.* 55

OFFICE SITES (*See* Plant and Office Sites)

ORGANIZATION

Have Organization Structures Really Changed? (D) ... *Jun.* 58
New Shapes for the Organization (D) ... *Sep.* 30

P

PAPERWORK

Control of Paperwork in Purchasing (D) ... *Apr.* 41
Fighting a Way out of Paper Forms (D) ... *Feb.* 51
Producing Tangible Results Through Effective Forms Control (F) ... *Mar.* 26

PERSONNEL MANAGEMENT (*See also* Employees, Executives)

A Memo to an Overripe Personnel Manager (D) ... *Oct.* 42
Something New in Personnel: "Out-Placement" (D) ... *Oct.* 48

PLANNING

Why Aren't Companies Doing a Better Job of Planning? (F) *Nov.* 11

PLANT MANAGEMENT

Operating Management and Purchasing as a Team (D) ... *May* 44
A Positive Approach to Power Failure (D) ... *Apr.* 56

PLANT AND OFFICE SITES

Company Relocation: Is the Grass Greener? (F) ... *Apr.* 28
Cutting Through Conflict in Plant Site Selection (F) ... *May* 26
Office Parks: Business Hits Suburbia (D) ... *Jan.* 51

POLLUTION

Pollution Control: The Role of Communication in Ecology (D) ... *Apr.* 43

PRICING (*See* Marketing)

PRICE CONTROL (*See* Wage/Price Control)

PRODUCT DEVELOPMENT (*See* Marketing, New Products)

PRODUCTION

Bringing Mass-Production Efficiency to Low-Volume Parts (D) ... *May* 55
The Case for the Materials Management Concept (D) ... *Aug.* 49
Computer Advances in Manufacturing Control (D) ... *Mar.* 47
Five Ways to Cut Manufacturing Costs (D) ... *Mar.* 18
The General Systems Approach to Production and Inventory Control (D) ... *Feb.* 61

(F) = feature article, (D) = regular digest

Production's Visual Alarm Clock (D)..... *Nov.* 53
Short-Interval Maintenance Scheduling for Abnormal Workloads (D)..... *Sep.* 41

PRODUCT LIABILITY

Product Liability: Get It on the Record (F)..... *Jan.* 4
Product Liability: The Bang or the Fizzle? (D)..... *Nov.* 59
Taking the Danger Out of Product Liability (D)..... *Dec.* 50

PROFESSIONAL EMPLOYEES

The Plight of the Over-40 Engineer (D)..... *Feb.* 27

PROFITS (*See* Management Techniques)

PROJECT MANAGEMENT

Management by Hindsight: Diary of a Project Manager (F)..... *Jun.* 4
Project Management: Cross Your Bridges Before You Come to Them (F)..... *Dec.* 21
Taking the Sting Out of Project Reassignment (D)..... *Jan.* 54

PUBLIC RELATIONS

Public Relations: The Image of the Image-Maker (F)..... *Nov.* 2
When Management Meets the Press (D)..... *Apr.* 25

PURCHASING

Control of Paperwork in Purchasing (D)..... *Apr.* 41
The Bridge Between Purchasing and Traffic (D)..... *Apr.* 53
The Linear-Pricing Approach to Purchasing (F)..... *Sep.* 14
Operating Management and Purchasing as a Team (D).... *May* 44
Purchasing and the Law (F).... *Oct.* 21
Quality Control and Purchasing: A Working Partnership (D)..... *Mar.* 22
Renewed Interest in Acceptance Testing (D)..... *Nov.* 61

Q

QUALITY CONTROL

Quality Control and Purchasing: A Working Partnership (D)..... *Mar.* 22

R

RECESSION

Company Strategy for Business Downturn (D)..... *Jul.* 59
Tales of the Falling Axe (F).... *Feb.* 4

RESEARCH and DEVELOPMENT

Financial Management of R&D: A Case Study (D)..... *Nov.* 29
How to Make By-Product R&D Pay (D)..... Jul. *41*

S

SAFETY

Legislating for Safety: Occupational Safety and Health Act of 1970 (D)..... *Jun.* 49
Safety Policy: A Negative Approach for Positive Results (D)..... *Jan.* 17

SALES MANAGEMENT (*See also* Marketing)

(F) = feature article, (D) = regular digest

XUM

How Much Are Your Inside Salesmen Contributing? (D) *May* 49
Sales Training: When to Send the Wine Back (D)..... *Apr.* 59

SECURITY

Trade Secrets: Is There a Fifth Column in Your Company? (F)..... *Aug.* 15

SHORTER WORK WEEK

Some Reservations About the Four-Day Week (D)..... *Sep.* 59

SOCIAL RESPONSIBILITIES

The Role of Housing in Fair Employment (D)..... *Aug.* 31
Whatever Happened to the Hard-Core Unemployed? (D) *Aug.* 46

SUPERVISORS

Are Your Supervisors Earning Their Keep? (D)..... *May* 22
The Forgotten Front-Line Manager (D)..... *Oct.* 45

SYSTEMS

The General Systems Approach to Production and Inventory Control (D)..... *Feb.* 61

A Systems Approach to Government Contracting (D)..... *Mar.* 41

The Total Approach to Services and Systems Marketing (F).. *Aug.* 21

T

TECHNICAL WRITERS

Technical Writers: What Have They Done for You Lately? (F)..... *Sep.* 20

V

VALUE ANALYSIS

Rating Suggestions by Value Analysis (D)..... *Jun.* 31

VENTURE MANAGEMENT

Diversification Through Venture Management (D)..... *Feb.* 64

W

WAGE/PRICE CONTROL

Putting Wage/Price Compliance on the Record (F)..... *Dec.* 15

WORK MEASUREMENT

A Program for Making Clerical Time Count (F)..... *Oct.* 10

XUM

AUTHOR INDEX—1971

Authors of Feature Articles

Barnum, Malcolm M.:
Multinational Marketing: Eight Selling Principles That Work Anywhere..... *Jul.* 23

Brandt, Karl W.:
Cutting Through Conflict in Plant Site Selection..... *May* 26

Bursk, Edward C., & Ford, Charles H.:
Organizing for Faster Decisions..... *Apr.* 4

Butterfield, Max A.:
Producing Tangible Results Through Effective Forms Control..... *Mar.* 26

Byrd, Richard E.:
How Much Risk Can You Afford to Take?..... *May* 4

Coyle, Darcy C.:
Administrative Negativism.... *Jun.* 43

Dixon, Roger A., and Hall, John T.:
Getting It All Together the Cybernetic Way..... *Jul.* 16

Ferber, Robert C.:
The Dark Side of Decision Making..... *Mar.* 4

Ford, Charles H., & Bursk, Edward C.:
Organizing for Faster Decisions..... *Apr.* 4

Gomersall, Earl R.:
The Ten Percent Syndrome.... *Aug.* 2

Gurney, Boyd:
The Total Approach to Services and Systems Marketing *Aug.* 21

Hall, John T., and Dixon, Roger A.:
Getting It All Together the Cybernetic Way..... *Jul.* 16

Healy, Richard J., and Walsh, Timothy J.:
Trade Secrets: Is There a Fifth Column in Your Company?..... *Aug.* 15

Hermann, Stanford L.:
Purchasing and the Law..... *Oct.* 21

Herzberg, Frederick:
Managers or Animal Trainers?..... *Jul.* 2

Hockman, John:
A Checklist for Forms Design *Oct.* 26

Hollingshead, A. W., Jr.:
The Linear-Pricing Approach to Purchasing..... *Sep.* 14

Irwin, Patrick H.:
Why Aren't Companies Doing a Better Job of Planning?..... *Nov.* 11

Kitts, Kent D.:
Effective Management of Contract Programmers..... *Jan.* 28

Logue, James A.:
17 Ways Companies Reduce EDP Costs..... *Feb.* 8

Maieli, Vincent:
Management by Hindsight: Diary of a Project Manager *Jun.* 4

Miller, J. J.:
Who Killed Our Department?..... *Sep.* 2

Nobl, Andre:
Don't Read it — Criticize It! *Dec.* 28

Ostrom, Lonnie L. and Sheard, James L.:
The M.B.A.s of Old: Why Prince Valiant Never Got the Top Job..... *Nov.* 17

Petrow, Chris, Stern, Thomas, and Levinson, Harry
The Quiet Revolution at Foggy Bottom..... *Dec.* 4
Rausch, Erwin:
The Effective Organization: Morale vs. Discipline..... *Jun.* 23
Schaie, John C. W.:
Evaluating Projects Through Adversay Appraisal..... *Feb.* 44
Selame, Elinor and Selame, Joseph:
Glyphs: A Visual Answer to the Corporate Identity Crisis..... *Nov.* 23
Selame, Joseph and Selame, Elinor:
Glyphs: A Visual Answer to the Corporate Identity Crisis..... *Nov.* 23
Shah, Ramesh P.:
Project Management: Cross Your Bridges Before You Come to Them..... *Dec.* 21
Sheard, James L. and Ostrom, Lonnie L.:
The M.B.A.s of Old: Why Prince Valiant Never Got the Top Job..... *Nov.* 17
Smith, Dr. Thomas H. F.:
Product Liability: Get It on the Record..... *Jan.* 4
Staats, Elmer B.:
The Multipurpose Audit..... *Jun.* 15
Stevens, Art:
Public Relations: The Image of the Image-Maker..... *Nov.* 2
Sussman, Paul E. and Watson, Samuel M.:
Putting Wage/Price Compliance on the Record..... *Dec.* 15
Swerz, A. V.:
Technical Writers: What Have They Done for You Lately?..... *Sep.* 20
Trowbridge, Roy P.:
Are You Ready for the Metric System?..... *Sep.* 10
Walsh, Timothy J., and Healy, Richard J.:
Trade Secrets: Is There a Fifth Column in Your Company?..... *Aug.* 15
Young, Samuel L.:
A Program for Making Clerical Time Count..... *Oct.* 10

BOOK REVIEWS—1971

The Emerging Japanese Superstate: Challenge and Response by Herman Kahn (reviewed by Kazuo Noda)..... *Aug.* 66
The Law of Delay: Interviews and Outviews, by C. Northcote Parkinson (reviewed by Darcy C. Coyle)..... *Jun.* 41
The Merger Game, by Stan Sauerhaft (reviewed by A. Werner Pleus)..... *Jul.* 68
Pierre S. du Pont and the Making of the Modern Corporation, by Alfred D. Chandler and Stephen Salsbury (reviewed by Robert K. Mueller) *Sep.* 66
The Potentates: Business and Businessmen in American History, by Ben B. Seligman (reviewed by Mark Richardson)..... *Apr.* 64
The Twelve Hats of a Company President: What It Takes to Run a Company, by Willard F. Rockwell, Jr. (reviewed by Chester S. Stackpole)..... *Oct.* 66

XUM

XUM